

cc: CRS G-6  
Div., and Branch  
Chiefs (2/19/74)

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C/S. Am.  
This paper to be  
discussed at unspecified  
date in DDI Exec. Council.  
Your comments welcome.

MAGID-4

H. C. Eisenbeiss  
D/CRS

16 January 1974

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : MAGID Study of DDI Orientation for New  
Professionals

### Introduction

1. Recognizing the problems faced by new professionals in the DDI, MAGID has studied the question of orientation for these employees. We have reviewed OTR's Intelligence and World Affairs course (IWA) and the individual orientation programs within the various DDI components. Moreover, we have had discussions with a number of DDI professionals who have been with the Agency for only a short time. This paper summarizes our findings and makes several recommendations for your consideration.

### Findings

2. The new DDI professional needs to have a general awareness both of the organization and activities of the Agency and of the various components of his own directorate. The IWA course provides a view of the Agency as a whole and is a good general course that should not be changed. What is needed, however, is an additional short course specifically focused on the DDI--a course similar to but not as extensive as the Intelligence Research Techniques Course run by OTR for NPIC and IAS.

3. In addition, new DDI professionals need specific knowledge of their own components. Within the DDI, this is frequently accomplished by an able senior analyst who takes the newcomer in hand on an ad hoc basis. (A few components are more systematic. CRS, for example, is experimenting with an extensive internal orientation course.) The extent of any internal orientation program necessarily must vary from component to component, but each component should have a clear plan. At this juncture, many components lack such a program.

4. The new professional also needs specialized knowledge of the resources, activities, and organization of those components with which he will be working closely. Frequently, the newcomer acquires this information in an ad hoc fashion: he is given a name and phone number, gets an answer to his immediate question, but never understands the range of support that may be available.

5. Our findings point to the need for a clearly defined policy on orientation, which should operate on two levels:

(a) A specific program of orientation for all new DDI professionals designed to provide an awareness of the Agency and the Directorate.

(b) General guidelines which each component can use to set up its own orientation program.

#### Recommendations

A. The establishment of a short (2-3 day) DDI Orientation Course by OTR to expose DDI professionals to the missions, activities, and structures of each component of the Intelligence Directorate. (The Group believes that clericals who hold responsible positions should also be sent to the course.) MAGID would like to discuss with OTR our concept of such a course.

Responsibility: DDI Training Officer and MAGID working with OTR.

B. The promulgation (once the Orientation Course has been established) of a DDI notice specifying that the IWA course and the DDI Orientation Course are mandatory for all new professionals (between the third and ninth month of their entrance on duty). The Orientation Course can be identified as optional for older professionals and as recommended for certain clericals.

Responsibility: O/DDI.

C. A memorandum from the O/DDI to all heads of Directorate offices, services, and staffs outlining a general plan of orientation. The memorandum should instruct each component head to:

-- Establish an internal orientation plan to make each new professional aware of the organizational structure and activities of his own organization.

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-- Insure that, within the first months of a new professional's career, line supervisors schedule him for working conferences with the principal organizations with whom he will be in immediate and frequent contact. This should include organizations both within CIA (e.g., FBIS and DDO) and outside (e.g., NSA and State). Supervisors should also be advised to consider and arrange, as appropriate, short (1-2 week) rotational assignments to other DDI components in order to familiarize the new employee with the capabilities and requirements of principal supporting or requesting components.

-- At the end of the first year of the new professional's career, report to the DDI Management Staff on completed orientation activities.

Responsibility: DDI Management Staff and heads of DDI offices, services, and staffs.